MINISTRY OF REVENUE
EMPLOYMENT EQUITY FOR WOMEN PROGRAM

ANNUAL REPORT

1986/87

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I HIGHLIGHTS

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i) General

- The program name was changed to **Employment Equity For Women** to reflect the Government's commitment to a variety of progressive employment policies and practices designed to improve the status of women in the workplace.

- A survey was conducted of all Head Office staff to determine the level of need/interest in employer-sponsored childcare. The results of this survey are currently being analyzed.

- Female representation for the last fiscal year continued to improve in the Ministry's three major target areas.

	Admin. Module		Admin. Services Category		Technical Services Module	
	Number	%	Number	%	Number	%
1987	161	22.49%	230	14.32%	3	10.34%
1986	145	20.57%	203	13.12%	2	6.67%

(Source: IPPEBS 237A, March 86 to March 87)

- A total of 59 women where hired into under-represented occupational groups, exceeding the target of 54 by 9.25%.

- 127 Accelerated Career Development initiatives were established to assist women in developing the required skills/experience necessary to qualify for under-represented occupations. This exceeded by 41% the target of 90 set for 1986/87. Of these:

  > 52 to increase/enhance management/supervisory skills
  > 8 to audit trainee positions
  > 30 to develop/increase financial skills
  > 4 to increase knowledge/experience in property assessment
  > 30 to assist women to move out of lower level clerical positions.

ii) Corporate Priorities

a) Senior Women

- 19 women were appointed to management in 86/87, five of whom entered the AM 19-21 levels

- 121 senior and middle management women participated in 4 professional development seminars organized by program staff

b) Women in Technology-Related Occupations

- Women's representation in the Management Systems and Services group increased from 40.7% to 43%, with the major increases occurring at entry and lower levels, as indicated below:

	MARCH 1986			MARCH 1987		
	MALE	FEMALE	% FEMALE	MALE	FEMALE	% FEMALE
SO-Jr	4	3	42.8%	3	5	62.5%
SO-1	12	11	47.83%	15	11	42.13%
SO-2	7	7	50.0%	8	12	60.0%
SO-3	23	9	28.13%	25	10	28.57%
SO-4	2	3	60.0%	2	2	50.0%
TOTAL	48	33	40.74%	53	40	43.01%

iii) Ministry Initiatives

- 19 women moved from office administration into supervisory positions.
- 10 women were recruited into entry-level tax-auditing positions.
- A one-year developmental assignment as a Junior Investigator trainee was implemented as a result of funding provided by the O.W.D. Incentive Fund. Special Investigator positions are part of the Financial occupational group, a target group for this Ministry.
- Employment Equity for Women staff conducted 150 career counselling sessions.
- 215 women attended Noon Hour Sessions covering topics such as Stress Management, Career Planning, Resume Writing and Interview Skills.
- Program staff worked with branch senior management to develop accelerated career development opportunities and to identify appropriate candidates.
- Program staff continue to contribute articles to the Ministry's internal newsletter - REVENEWS. The articles highlight specific initiatives undertaken by Branches that meet the goals of the program - i.e. the establishment of permanent part-time positions; new accelerated career development initiatives.

I - **HIGHLIGHTS** (Cont'd)

- Employment Equity for Women representatives at head office:
  - participate in monthly meetings
  - accept responsibility to act as Chair or Secretary of meetings
  - assume shared responsibility, as a sub-committee, for the co-ordination and organization of Noon Hour presentations.

II HIRE/PROMOTION TARGETS

II HIRE/PROMOTION TARGETS

i) Highlights

- The Ministry's target of 54 hire/promotions in under-represented areas was exceeded by 5 for a total of 59.

- 5 women entered the Property Assessment field (at the PA1 level) while 9 more advanced to the next level in the Property Assessor program.

- In the Financial occupational group a number of staff were reclassified from tax auditors to financial officers. While we had a substantial increase in the number of females, from 71 to 90, the percentage of representation increased only to 20.79 from 20.40.

- 26.09% of vacancies in under-represented areas were filled by women.

- 8.19% of female applicants were successful compared with 6.46% male applicants in the under-represented areas.

- Of the 6 people hired by the Ministry under the Internship Program, 4 were women. Two were hired as Audit Trainees, and 2 as Programmer Trainees.

ii) Breakthroughs

- Targeted Administration module successes:

Class'n Level	Number Hired/ Promoted	Occupational Group	Branch/Office
AM-21	1	Financial Admin	Retail Sales Tax Branch
AM-20	2	Financial Admin	Retail Sales Tax Branch
AM-19	2	Financial Admin	Retail Sales Tax Branch
AM-18	1	Financial Admin	Corporations Tax Branch

As well, 6 women were hired/promoted to the AM-17 level in the Financial Administration group.

AM-18	2	Property Admin	Huron-Perth Assessment Office North York Assessment Office

- 30% of all women who applied for positions in Property Administration were successful, compared with 9% of male applicants. Similarly, 25% of female candidates for Property Assessment positions were successful, compared with 9.7% of male candidates.

FORM C

PROGRAM OUTPUTS

HIRE/PROMOTION TARGET SUMMARY

YEAR: 1986/87

MINISTRY: Revenue

MODULE/CATEGORY (1)	% OF WOMEN (2)	(MBR) PLANNED (3)	MID-YEAR MET (4)	MID-YEAR REVISION TO PLANNED (5)	YEAR-END MET (6)
Executive Comp.	4	1	-		0
Administrative Module	22.5	21	14		19
Administrative Services Category	13.1	14	29		40
Technical Services Category	16.5	1	-		0
TOTAL		37	43		59

AAPM SIGNATURE: DATE:

1. _____ MBR: _____

2. Sue Vasta MID-YEAR: Nov 12/86

3. _____ YEAR-END: _____

FORM D

PROGRAM OUTPUTS

ADDITIONAL HIRE/PROMOTION TARGET SUMMARY, CLASSES WITH 30-60 PERCENT FEMALE REPRESENTATION

YEAR: 1986/87

MINISTRY: Revenue

MODULE/CATEGORY (1)	% OF WOMEN (2)	(MBR) PLANNED (3)	MID-YEAR MET (4)	MID-YEAR REVISION TO PLANNED (5)	YEAR-END MET (6)
Administrative Module	22.5	3	3		3
Administrative Services Category	13.1	14	9		20
TOTAL		17	12		23

AAPM SIGNATURE: DATE:

1. _____ MBR: _____

2. Sue Vanta MID-YEAR: Nov 17/86

3. _____ YEAR-END: _____

SUMMARY OF VACANCIES FILLED IN UNDER-REPRESENTED GROUPS

UNDER-REPRESENTED OCCUPATIONAL GROUPS	SUMMARY OF COMPETITIONS								TOTAL VACANCIES FILLED		
	APPLICANTS		QUALIFIED		INTERVIEWED		HIRED				
	M	F	M	F	M	F	M	F	M	F	TOTAL
ADMIN MODULE											
FINANCIAL ADMIN	344	94	221	64	166	48	40	10	47	12	59
PROPERTY ADMIN	131	10	109	6	86	4	12	3	13	4	17
SYSTEMS SERVICES	29	8	9	0	9	0	2	0	5	0	5
ADMIN SERVICES											
FINANCIAL	1183	345	284	84	280	86	38	19	38	19	57
PROPERTY ASSESSMENT	113	27	84	20	57	18	11	7	11	7	18
TECHNICAL SERVICES											
DRAFT, DESIGN & EST	10	5	9	3	7	3	5	0	5	0	5
TOTAL	1810	489	716	177	605	159	108	39	119	42	161

III ACCELERATED CAREER DEVELOPMENT

III ACCELERATED CAREER DEVELOPMENT

Definition: To be considered an accelerated career development assignment the opportunity must last a minimum of 60 days and be within a targeted occupational group or provide skills in the feeder group for future advancement into a target group.

i) Highlights

- A total 127 Accelerated Career Development opportunities took place in under-represented or feeder groups, exceeding our target of 104 by 22%. They include the following:

Number	Activity
53	increase/enhance management/supervisory skills
8	audit trainees
34	develop/increase financial skills
5	increase knowledge/experience in property assessment
31	to assist women in moving out of lower level clerical positions

A.C.D.'s funded through the O.W.D. Incentive Fund included:

> Two Junior Financial Analyst assignments in the Finance and Priorities Planning Branch. This developmental assignment gives individuals a corporate resource perspective. One trainee came from a branch administration area and the other was drawn from a planning area. Prior to completing her assignment, one of the trainees was the successful candidate in a Junior Financial Analyst competition in the branch.

> One tax audit trainee underfill was offered a development opportunity as an appeals officer trainee (AM13) in the Tax Appeals Branch.

> For the first time, a Junior Investigator Trainee position was made available as a result of the O.W.D. Incentive Fund. The trainee will be conducting investigations into cases of criminal evasion and non-compliance.

III ACCELERATED CAREER DEVELOPMENT (Cont'd)

- In addition, some A.C.D.'s merit specific mention:

  > The opportunity to develop knowledge of office automation equipment was provided through the creation of an assignment as a computer support clerk in the Technology Demonstration and Training Centre. Duties included supporting Ministry management in the use of the Kontact network, and identifying new hardware and software products for demonstration in the Centre.

  > A women working at OAG8 level, moved into an FO2 position (initially underfilling but through increments is fully functioning at the FO2 level now) to develop research/ analytical skills and accounting/auditing practices and principles.

  > A female clerk in a taxing branch was often required to be a witness in court. The combined experience of her clerical work and court appearances made her an appropriate choice for an Appeals Officer Trainee. The opportunity is being responded to by her determination to receive a designation in accounting.

FORM A

PROGRAM OUTPUTS

ACCELERATED CAREER DEVELOPMENT SUMMARY

YEAR: 1986/87

MINISTRY: Revenue

MODULE/CATEGORY (1)	% OF WOMEN (2)	(MBR) PLANNED (3)	MID-YEAR MET (4)	MID-YEAR REVISION TO PLANNED (5)	YEAR-END # MET (6)
Administrative Module	22.5	20	21		21
Administrative Services Category	13.1	20	4	9	9
Clerical Services Category	84.0	40	47	65	65
General Operational Services Category	0.0	0	-		-
Maintenance Services Category	20.0	0	-		-
Office Services Category	95.0	10	5		5
Technical Services Category	16.5	0	-		-
TOTAL: FORM A		90	77	104	100
TOTAL: FORM B					27
OVERALL TOTAL: (FORM A & B)					127

AAPM SIGNATURE: DATE:

1. _____ MBR: _____

2. Lisa Vasko MID-YEAR: Nov 17/86

3. _____ YEAR-END: _____

FORM B

PROGRAM OUTPUTS

ADDITIONAL UNPLANNED ACDs

YEAR: 1986/87

MINISTRY: Revenue

MODULE/CATEGORY (1)	PERCENT OF WOMEN (2)	YEAR-END MET (3)
Administrative Module	22.5	8
Administrative Services Category	13.1	1
Clerical Services Category	84.0	7
Office Services Category	95.0	0
Office Administrative Group		11
TOTAL: FORM B		27

AAPM SIGNATURE: DATE:

1. _____ YEAR-END: _____

ACD/INCENTIVE FUND SUMMARY

I. Total ACDs undertaken by women employees of this ministry:
#: 127

- includes #: 3 ACDs taking place in (#: 3) other ministries.
- does not include #: N/A ACDs provided here for women from (#: N/A) other ministries.
- includes #: 4 ACDs arranged through the EEFW Inc. Fund*
  - x yes, Incentive funds were requested
  - _____ no, Incentive funds were not required
  - #: 5 ACDs were made possible by EEFW Inc. Fund initiatives through the "ripple" effect.
- percentage of Ministry women benefitting from ACD in 1986/87 is 7.71 % (based on #: 164.6 women; if IPPEB number of women not used, please state source.)

II. Analysis of ACDs: (provided for women of this ministry)

	Internally		Externally
	Ministry women	Others (if known)	(Ministry women training in other ministries)
A. by type:			
1. on-the-job training:	8		
2. job rotations	12		
3. secondments	24		3
4. full-time sponsorship of special staff development:	0		
5. acting placements	83		
Totals:	127		3

* ACDs arranged through the EEFW Incentive Fund should be listed (a number only), whether funding was requested at year-end or not. This will help the O.W.D. evaluate the Fund's usefulness up to now, and future need for it.

IV TRAINING AND DEVELOPMENT

IV TRAINING AND DEVELOPMENT

i) Highlights

- A total of 60 women in the Ministry attended Career Development Workshops conducted by the Ministry's Personnel Services Branch. These workshops are geared to women in Office Administrative Group.

- 10 eastern regional Employment Equity representatives attended a 2-day Employment Equity/Career Development Workshop in Kingston.

- 121 senior and middle management women participated in 4 professional development seminars organized by program staff.

- 5 women in regional offices participated in 3 workshops which were offered by the Regional Delivery Committee and Interministerial Committees (sub-committees of the Employment Equity for Women Council). These committees take workshops/seminars to regional areas that, due to limited staff or funding, would not be able to sponsor staff attendance at sessions in Toronto.

- Under Revenue's Career Advancement Program (R/CAP), 44 women undertook courses related to the property assessor career path. 97 women undertook courses related to the tax auditor career path.

ii) Fund For Employee Educational Development

Employment Equity for Women administers a special Fund For Employee Educational Development (F.E.E.D.) which provides to all employees a 50% tuition reimbursement upon successful completion of an approved course. Courses which contribute to an employee achieving his/her long or short term goal are approved for the 50% reimbursement. The fund assists employees taking development courses which:

- improve employees' performance on their present job by building self-confidence, e.g. courses on public speaking, assertiveness training.

- provide learning experiences for new concepts to increase technical and/or personal competence to assume greater responsibilities in either their current field or a new field of work, e.g. writing, supervisory skills, or

- aim employees towards formal qualifications for future higher level positions (university, C.G.A., C.G.A. Appraisal Institute courses, public administration). **This is particularly important to employees not currently in a position where reimbursement would be the normal Ministry practice.**

IV TRAINING AND DEVELOPMENT (Cont'd)

Interestingly, women access the fund in greater numbers of applicants, but the average reimbursement per course, is less than that for men.

F. E. E. D.

	Number of Applicants	Percentage	Claimed $	Percentage
Female	42	70	2,345.08	59.44
Male	18	30	1,600.38	88.91
Total	60	100	3,945.46	100

V RESOURCE ALLOCATIONS

1986/87

RESOURCE ALLOCATION AND ACTUAL EXPENDITURES

I. BUDGET

	Direct Resource		Indirect Resource	
	Allocation	Actual	Allocation	Actual
Salaries & Wages	86.4	80.3		
Employee Benefits	11.0	8.1		
Internal Incentive Fund	Ø			
SUB-TOTAL	97.4	88.4		
OTHER D.O.E.				
Internal Incentive Fund	Ø			
Transportation & Communications	2.1	1.8		
Services	18.3	17.7		
Supplies & Equipment	4.1	4.8		
SUB-TOTAL	24.5	24.3		
TOTALS	121.9	112.8		

II. HUMAN RESOURCES

A. Allocated

POSITION TITLE	CLASSIFICATION	IF PART-TIME STATE % (Check One)		STATUS
		FULL-TIME	PART-TIME	
Manager	APL-18	X		Civil Serv.
Program Assistant	APL-13	X		Civil Serv.
Research Analyst	CL5G		X	Unclassified

B. Actual (if different from above)

POSITION TITLE	CLASSIFICATION	IF PART-TIME STATE % (Check One)		STATUS
		FULL-TIME	PART-TIME	

* Note: Direct Resource -- Ministries' Internal Incentive Funds
Indirect Resource -- O.W.D.'s EEFW Incentive Fund allocation (only provide actual expenditure amount if a journal entry was submitted.)

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